



# **FY2012 Performance and Accountability Report**

**Montgomery County  
Department of Permitting Services**





# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## DPS Alignment to County Priority Objectives

### Montgomery County Priority Objectives

- A Responsive and Accountable Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

## DPS Headline Performance Dashboard

| <u>Headline Performance Measure</u>                                                                                                                              | <u>FY11 Results</u> | <u>FY12 Results</u> | <u>Performance Change</u> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------------|
| Average number of days it took to issue a permit - Additions: Residential permits                                                                                | 21.00               | 16.02               |                           |
| Average number of days it took to issue a permit - Additions: Commercial permits                                                                                 | 85.43               | 60.95               |                           |
| Average number of days it took to issue a permit - New construction: Commercial permits                                                                          | 156.44              | 160.54              |                           |
| Average number of days it took to issue a permit - New construction: Residential permits                                                                         | 99.97               | 88.28               |                           |
| Median number of minutes it took to issue a permit - Permits for commercial alterations obtained using the Department of Permitting Services' Fast Track process | 128                 | 146                 |                           |
| Median number of minutes it took to issue a permit - Residential permits using the Department of Permitting Services' Fast Track process                         | 55                  | 58                  |                           |
| Percent of building permits issued that received a final inspection: Commercial permits                                                                          | 41.27%              | 20.30%              |                           |
| Percent of building permits issued that received a final inspection: Commercial permits through the Department of Permitting Services' Fast Track process        | 65.06%              | 44.77%              |                           |
| Percent of building permits issued that received a final inspection: Residential permits                                                                         | 53.04%              | 40.97%              |                           |
| Percent of building permits issued that received a final inspection: Residential new construction single-family permits                                          | 48.89%              | 28.81%              |                           |

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# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## DPS Headline Performance Dashboard (cont.)

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| <u>Headline Performance Measure</u>                                                                                                                                                                                                                    | <u>FY11<br/>Results</u> | <u>FY12<br/>Results</u> | <u>Performance<br/>Change</u>                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|--------------------------------------------------------------------------------------|
| Percent of complaints that are resolved on the first inspection                                                                                                                                                                                        | 75.59%                  | 69.18%                  |   |
| Response time on complaint investigations - Average number of days from the complaint being filed to final resolution of the complaint                                                                                                                 | 7.79                    | 7.31                    |   |
| Response time on complaint investigations - Average number of days from the complaint being filed to first contact between a Permitting inspector and the customer                                                                                     | 3.95                    | 5.01                    |   |
| Insurance Services Office / Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes themselves and performance in enforcing them: Commercial structural, score within a range of 1 to 10 (1=best) | 4                       | N/A*                    |   |
| Insurance Services Office/Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes and performance in enforcing them: One- and two-family dwellings, score range of 1 to 10 (1=best)               | 4                       | N/A*                    |  |

\*The ISO Evaluation is only performed every five years.



# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## DPS At A Glance

### What Department Does and for Whom

#### DPS Overall Function

The mission of the Department of Permitting Services is to provide safe and secure communities and to contribute to the economic vitality of the County by providing the highest quality of public service while ensuring compliance with Montgomery County's development and construction standards.

#### Building Construction: Construction Safety

Promotes life safety in buildings and other structures. DPS provides more safe and secure structures for the more than 1 Million residents and nearly 40,000 businesses and their respective invitees by implementing the codes, reviewing design plans and inspecting the construction of the places where people live, work, play and play.

#### Land Development: Environmental Protection and Safety

Reviews sediment control, stormwater management, flood plain and well and septic plans, issues permits and performs inspections for the protection of our floodplains, streams and waterways from degradation from development. Protects public safety and welfare through review, inspection and permitting of public rights of way.

#### Customer Service: Facilitates Successful Service Delivery

Provides the highest quality of customer service by helping residents, businesses, religious institutions, civic organizations and non-profits through the permitting process, through case management, green tape program, satisfaction surveys, customer outreach and managing streamlining initiative. Responds to information requests and customer service requests.

#### Construction and Land Development Documents Review

DPS protects the public safety and welfare through plans reviews to ensure adherence with all applicable federal, state and local laws and regulations.

### How Much / How Many

**Size of Budget in Total:** \$25,028,630

**WYs:** 177.8

**Building Construction Budget:** \$10,861,060; **WYs:** 93.9

Processed 6,163 building permit applications; 64,854 plans reviews; 90,095 inspections, including 969 fire systems inspections for 27,795,858 sf of new, additions, tenant improvements, renovation and rehabilitation

Conducted 908 design consultations

**Land Development Budget:** \$6,810,950; **WYs:** 57.3

Processed 492 applications for sediment control permits; 137 applications for stormwater management; 401 well and septic applications; 2,863 right of way permit applications; performed 9,426 plan reviews and conducted 23,793 inspections.

LD issued 345 Notices of Violations and citations

**Customer Service Budget:** \$945,010; **WYs:** 11.7

64 case management cases

3003 information requests and 257 zoning confirmation

**WYs:** 68 FTEs

74,280 plan reviews were conducted in FY2012.



# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## DPS At A Glance (cont.)

### What Department Does and for Whom

#### Administration, Revenue Collection and Management

DPS is an enterprise fund and is tasked with collecting fees for its operations, including lease payments, staffing, IT etc. in order to support service delivery. DPS also collects development revenues and fees that are provided to fund certain activities of other agencies including MNCPPC, DHCA and the Board of Appeals.

#### Permits and Licenses

DPS contributes significantly to safe and secure neighborhoods and to the County's economic vitality through the issuance of permits and licenses to Applicants, Permit Runners, Homeowners, Builders, Business Owners, Vendors, Charitable events, Developers, Electricians, and Engineers. DPS also collects development taxes essential to construction of necessary infrastructure such as roads and schools.

#### Inspections and Investigations

DPS contributes to healthy and sustainable neighborhoods and the vital living for all of our residents through inspections of development activities and uses for compliance with County zoning, site plan and development laws through investigations of complaints and code enforcement.

#### Inquiries, Outreach, and Coordination

DPS responds to inquiries from the public and engages the community in dialogue regarding development and construction. DPS coordinates work with internal and external agencies as well as non-profit and civic associations.

### How Much / How Many

**Administration Budget:** \$6,411,610; WYs: 14.5

Collected \$39,915,791 in fees and revenues

**\$29.6 Million in Development Revenues collected in FY2012**

- \$15,779,806.80 Schools Impact Taxes
- \$13,623,136.81 Transportation Impact Taxes
- \$163,918 School Facilities Payment

Total = \$29,566,861.61

**WYs: 41**

32,500 permits

2,368 licenses

**WYs: 82**

- 113,888 total inspections (90,095 Building Construction; 23,793 Land Development)
- 4,319 Complaint investigations
- 7,267 enforcement inspections
- Citation revenues: \$65,152

#### **Customer Service and Siebel handling**

- 4 public "green card" (sediment control/water protection) classes
- 332 new codes training sessions for staff
- 25 new codes training sessions for the public
- 22 public outreach events
- 54,190 Siebel Service Requests

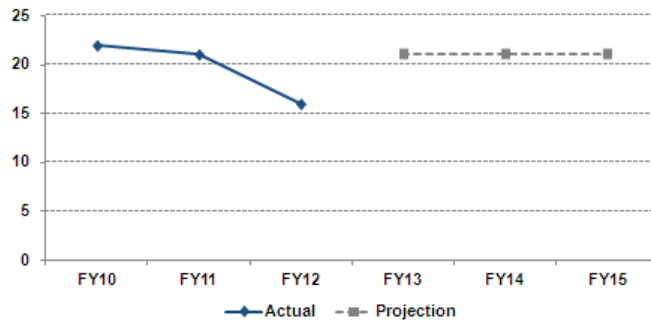


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 1: Average number of days it took to issue a permit – Additions: Residential Permits

### Performance Trends



|            | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
|------------|------|------|------|------|------|------|
| Actual     | 22   | 21   | 16   |      |      |      |
| Projection |      |      |      | 21   | 21   | 21   |

### Factors Contributing to Current Performance

- Overtime
- Staffing public counters with temps
- performance targets for DPS and MNCPPC
- Improved plan tracking practices
- Customer training to improve submissions
- Added Land Development and MNCPPC to Fast Track

### Factors Restricting Performance Improvement

- Volume of applications
- Additional reviews for new codes
- Reduction in staff in prior years
- demands on staff for training; consultations, etc.
- Vacant positions
- Procurement time
- Customer bin time
- Inadequately prepared plans
- 4/10 work schedule

### Performance Improvement Plan

- Complete filling of vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- Elimination of MNCPPC Zoning review for certain SFD permits
- Displaying plan reviewer comments online
- Electronic plans filing
- Create and post list of most common design mistakes
- Streamline Historic Area Work Permit process
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 alternate work schedule
- Design, develop and implement application/issuance of permits online and on-line payment

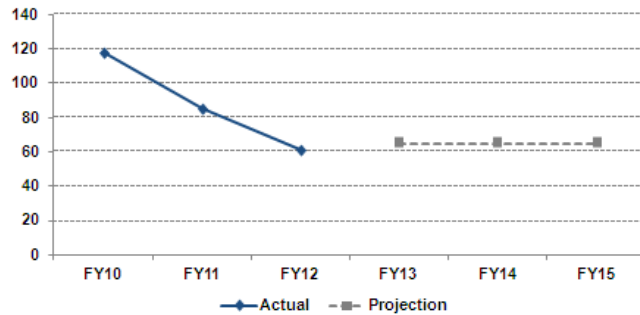


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 2: Average number of days it took to issue a permit – Additions: Commercial Permits

### Performance Trends



|            | FY10   | FY11  | FY12  | FY13 | FY14 | FY15 |
|------------|--------|-------|-------|------|------|------|
| Actual     | 117.80 | 85.43 | 60.95 |      |      |      |
| Projection |        |       |       | 65   | 65   | 65   |

### Factors Contributing to Current Performance

- New business process creating an intermediate track for commercial additions
- Overtime
- Managers performing reviews
- Plan review performance targets
- MNCPPC improved review time
- Case Management Program and Pre-Design Consultation meetings

### Factors Restricting Performance Improvement

- Reduction in staff
- Work volume
- Vacancies
- Demands on staff for training; consultations, etc.
- Procurement time
- Additional reviews for new codes
- Inadequately prepared plans
- Customer bin time
- 4/10 work schedule

### Performance Improvement Plan

- Complete filling of vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- Overtime
- Displaying plan reviewer comments online
- Electronic plans filing
- Create and post list of most common design mistakes
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 Alternate Work Schedule
- Design, develop and implement application/issuance of permits online and on-line payment

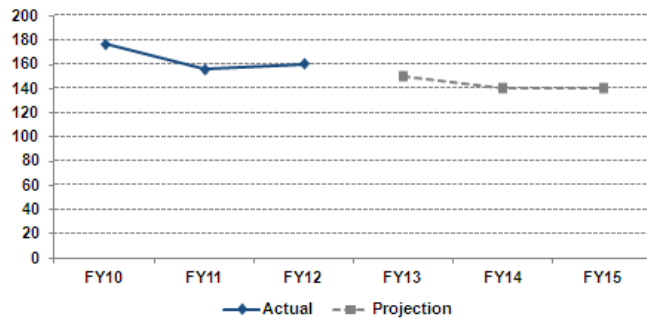


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 3: Average number of days it took to issue a permit – New construction: Commercial Permits

### Performance Trends



|            | FY10 | FY11   | FY12   | FY13 | FY14 | FY15 |
|------------|------|--------|--------|------|------|------|
| Actual     | 177  | 156.44 | 160.54 |      |      |      |
| Projection |      |        |        | 150  | 140  | 140  |

### Factors Contributing to Current Performance

- Work volume
- New business process creating intermediate track
- Managers performing reviews
- overtime
- Plan review performance targets
- Intermediate fast track process
- Case Management Program and Pre-Design Consultation meetings
- Improved plan tracking

### Factors Restricting Performance Improvement

- Reduction in staff
- Work volume
- Vacancies
- demands on staff for training; consultations, etc.
- Procurement time
- Additional reviews for new codes
- Inadequately prepared plans
- Customer bin time
- 4/10 work schedule

### Performance Improvement Plan

- Complete filling of vacancies
- Pending request for new plan reviewer
- Award contracts for plans reviews
- Apply streamlining metrics
- Overtime
- Displaying plan reviewer comments online
- Electronic plans filing
- Create and post list of most common design mistakes
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 Alternate Work Schedule
- Design, develop and implement application/issuance of permits online and on-line payment



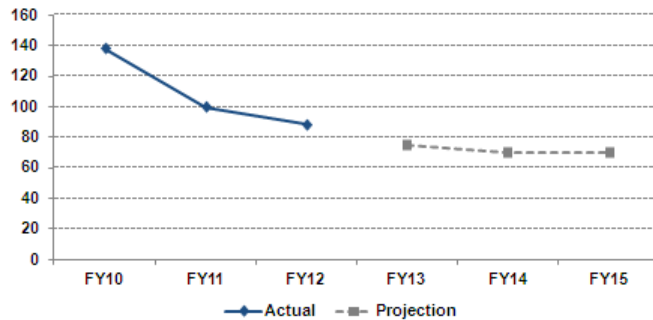


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 4: Average number of days it took to issue a permit – New construction: Residential Permits

### Performance Trends



|            | FY10   | FY11  | FY12  | FY13 | FY14 | FY15 |
|------------|--------|-------|-------|------|------|------|
| Actual     | 138.30 | 99.97 | 88.28 |      |      |      |
| Projection |        |       |       | 75   | 70   | 70   |

### Factors Contributing to Current Performance

- Overtime
- Staffing public counters with temps
- performance targets for DPS and MNCPPC
- Improved plan tracking practices
- Customer training to improve submissions
- Model House Program

### Factors Restricting Performance Improvement

- Reduction in staff in prior years
- Work volume
- Vacant positions not filled
- Demands on staff for training; consultations, etc.
- Additional reviews for new codes
- 4/10 work schedule
- Inadequately prepared plans
- Customer bin time
- Procurement time
- 4/10 work schedule

### Performance Improvement Plan

- Complete filling of vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- overtime
- Elimination of MNCPPC Zoning review for certain SFD permits
- Displaying plan reviewer comments online
- Electronic plans filing
- Create and post list of most common design mistakes
- Streamline Historic Area Work Permit process
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 alternate work schedule
- Design, develop and implement application/issuance of permits online and on-line payment

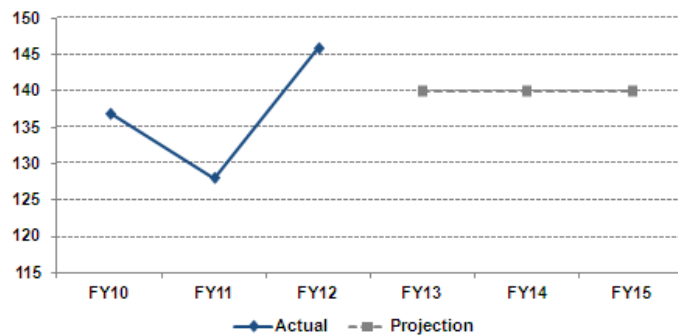


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 5: Median number of minutes it took to issue a permit - Permits for commercial alterations obtained using the Department of Permitting Services' Fast Track process

### Performance Trends



|            | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
|------------|------|------|------|------|------|------|
| Actual     | 137  | 128  | 146  |      |      |      |
| Projection |      |      |      | 140  | 140  | 140  |

### Factors Contributing to Current Performance

- Automated customer queuing system
- Improved customer handouts
- Plan review performance targets
- Improved plan tracking practices
- Add Land Development to Fast Track

### Factors Restricting Performance Improvement

- Reduction in staff in prior years
- Vacant positions not filled
- Work volume
- Inadequately prepared plans
- Demands on staff for training; consultations, etc.
- 4/10 work schedule

### Performance Improvement Plan

- Complete filling of vacancies
- Award contracts for plans reviews
- Create and post list of most common design mistakes
- Elimination of 4/10 Alternate Work Schedule

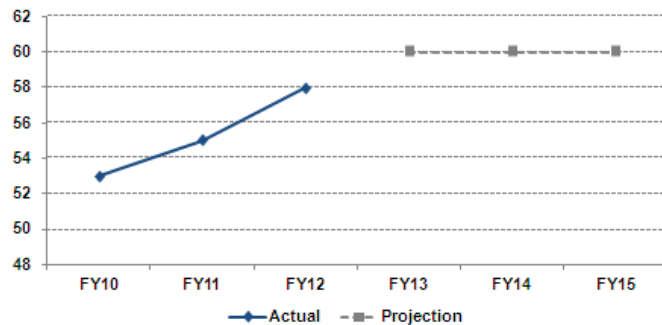


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance 6: Median number of minutes it took to issue a permit – Residential permits using the Department of Permitting Services' Fast Track process

### Performance Trends



|            | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
|------------|------|------|------|------|------|------|
| Actual     | 53   | 55   | 58   |      |      |      |
| Projection |      |      |      | 60   | 60   | 60   |

### Factors Contributing to Current Performance

- Deck Details
- Staffing public counters with temps
- Fees paid by credit cards
- Automated queuing system
- Improved customer checklists
- Add Land Development to Fast Track

### Factors Restricting Performance Improvement

- Reduction in staff in prior years
- Vacant positions not filled
- Work volume
- Inadequate plans submitted
- Demands on staff for training; consultations, etc.
- 4/10 work schedule

### Performance Improvement Plan

- Complete filling of vacancies
- Award contracts for plans reviews
- Create and post list of most common design mistakes
- Elimination of 4/10 Alternate Work Schedule

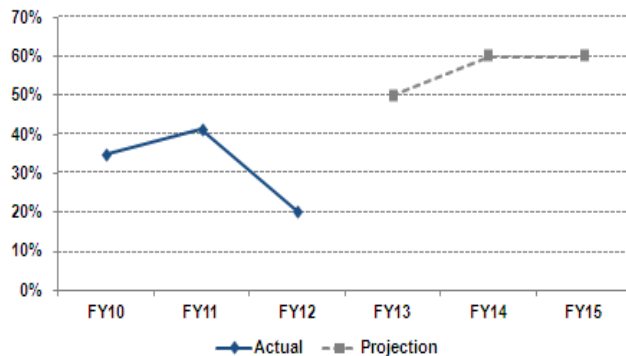


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 7: Percent of building permits issued that received a final inspection: Commercial Permits

### Performance Trends



|            | FY10   | FY11   | FY12   | FY13 | FY14 | FY15 |
|------------|--------|--------|--------|------|------|------|
| Actual     | 34.80% | 41.27% | 20.30% |      |      |      |
| Projection |        |        |        | 50%  | 60%  | 60%  |

### Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Field supervisor positions filled
- Online and IVR inspection scheduling
- New occupants demand final
- Inspections can be scheduled 24 hours
- Combined inspections

### Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies
- Delays in construction
- County legislation allows longer time to build
- 4/10 work schedule

### Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Revise business processes to automatically schedule a building expiration inspection whether or not a final inspection was requested
- Use IT technology to store plans expeditiously to improve communication between inspectors in the field and reviewers in the office
- Strengthen field supervision for consistent inspection process
- Electronic plans filing
- Elimination of 4/10 alternate work schedule

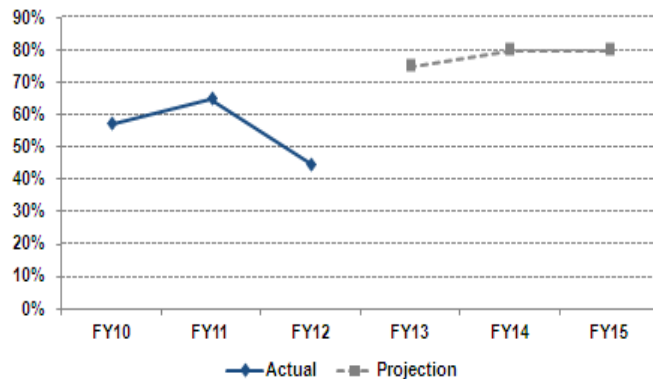


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



**Headline Performance Measure 8:** Percent of building permits issued that received a final inspection: Commercial permits through the Department of Permitting Services' Fast Track process

## Performance Trends



|            | FY10   | FY11   | FY12   | FY13 | FY14 | FY15 |
|------------|--------|--------|--------|------|------|------|
| Actual     | 57.20% | 65.06% | 44.77% |      |      |      |
| Projection |        |        |        | 75%  | 80%  | 80%  |

## Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Field supervisor positions filled
- Online and IVR inspection scheduling
- New occupants demand final
- Inspections can be scheduled 24 hours

## Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- County legislation allows longer time to build
- 4/10 work schedule restrictions

## Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested
- Use IT technology to store plans expeditiously to improve communication between inspectors in the field and reviewers in the office
- Strengthen field supervision for consistent inspection process
- Electronic plans filing
- Elimination of 4/10 alternate work schedule

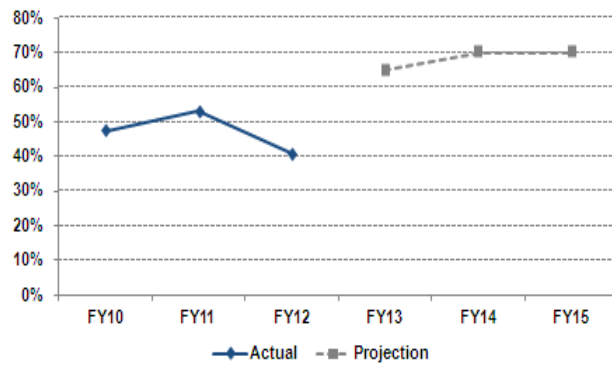


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 9: Percent of building permits issued that received a final inspection: Residential Permits

### Performance Trends



|            | FY10   | FY11   | FY12   | FY13 | FY14 | FY15 |
|------------|--------|--------|--------|------|------|------|
| Actual     | 47.50% | 53.04% | 40.97% |      |      |      |
| Projection |        |        |        | 65%  | 70%  | 70%  |

### Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Field supervisor positions filled
- Online and IVR inspection scheduling
- New home buyers demand final
- Inspections can be scheduled 24 hours

### Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- County legislation allows longer time to build
- 4/10 work schedule restrictions

### Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested
- Use IT technology to store plans expeditiously to improve communication between inspectors in the field and reviewers in the office
- Strengthen field supervision for consistent inspection process
- Coordinate housing maintenance standards with DHCA
- Electronic plans filing
- Elimination of 4/10 alternate work schedule

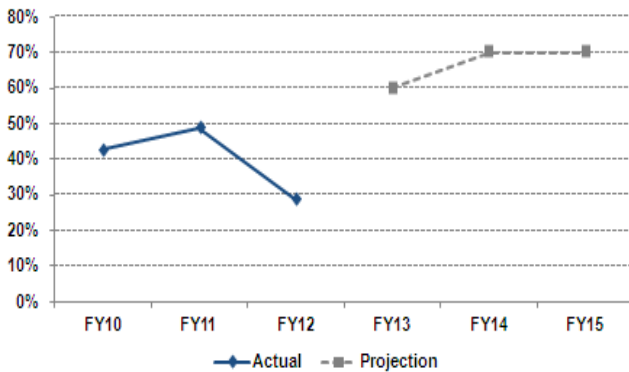


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 10: Percent of building permits issued that received a final inspection: Residential new construction single-family permits

### Performance Trends



|            | FY10   | FY11   | FY12   | FY13 | FY14 | FY15 |
|------------|--------|--------|--------|------|------|------|
| Actual     | 42.90% | 48.89% | 28.81% |      |      |      |
| Projection |        |        |        | 60%  | 70%  | 70%  |

### Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Field supervisor positions filled
- Online and IVR inspection scheduling
- New home buyers demand final
- Inspections can be scheduled 24 hours

### Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Uninformed permit applicants
- County legislation allows longer time to build
- 4/10 work schedule restrictions

### Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested
- Use IT technology to store plans expeditiously to improve communication between inspectors in the field and reviewers in the office
- Strengthen field supervision for consistent inspection process
- Coordinate housing maintenance standards with DHCA
- Electronic plans filing
- Elimination of 4/10 alternate work schedule

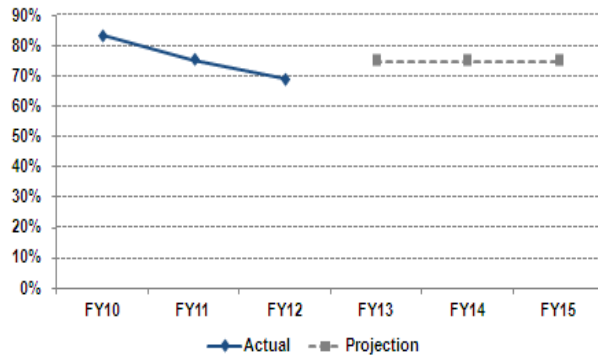


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



## Headline Performance Measure 11: Percent of complaints that are resolved on the first inspection

### Performance Trends



|            | FY10   | FY11   | FY12   | FY13 | FY14 | FY15 |
|------------|--------|--------|--------|------|------|------|
| Actual     | 83.60% | 75.59% | 69.18% |      |      |      |
| Projection |        |        |        | 75%  | 75%  | 75%  |

### Factors Contributing to Current Performance

- No violation found
- Complaint is redirected to appropriate dept.
- Violation can be corrected immediately
- Caller's complaint is not screened properly
- Training
- Interagency coordination
- Changes in codes

### Factors Restricting Performance Improvement

- Violator not present
- Final resolution requires judicial process
- Compliance requires permit issued
- More visits required to observe violation
- Compliance circumstances requires time
- Vacant inspector positions

### Performance Improvement Plan

- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new division for Zoning and Site Plan Enforcement
- Eliminate 4/10



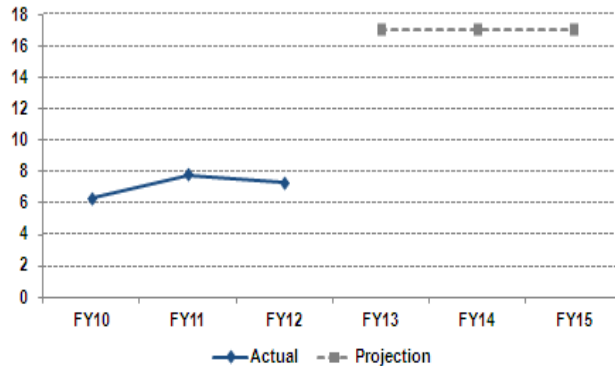


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



**Headline Performance Measure 12:** Response time on complaint investigations – Average number of days from the complaint being filed to final resolution of complaint.

## Performance Trends



|            | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
|------------|------|------|------|------|------|------|
| Actual     | 6.30 | 7.79 | 7.31 |      |      |      |
| Projection |      |      |      | 17   | 17   | 17   |

## Factors Contributing to Current Performance

- Experienced inspectors and investigators
- Cooperative violators
- Coordination with County Attorney
- Training
- New codes

## Factors Restricting Performance Improvement

- Judicial process
- Violations that require many site visits
- Violator difficult to locate
- Coordination with County Attorney and other agencies
- Correcting violation is costly
- Need for permit
- 4/10 work schedule

## Performance Improvement Plan

- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new division for Zoning and Site Plan Enforcement
- Eliminate 4/10 work schedule

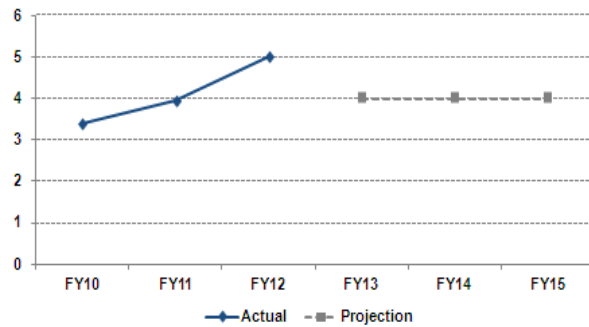


# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



**Headline Performance Measure 13:** Response time on complaint investigations – Average number of days from the complaint being filed to first contact between a Permitting inspector and the customer

## Performance Trends



|            | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
|------------|------|------|------|------|------|------|
| Actual     | 3.40 | 3.95 | 5.01 |      |      |      |
| Projection |      |      |      | 4    | 4    | 4    |

## Factors Contributing to Current Performance

- Inspectors have Lap top computers and cell phones
- Performance targets established
- Regular meetings with manager
- overtime

## Factors Restricting Performance Improvement

- Vacant position
- Volume of work
- Complaints not assigned correctly in 311
- Violations only occur on specific days/times
- 4/10 work schedule

## Performance Improvement Plan

- Improve education and public outreach to the public by:
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new Division for Zoning and Site Plan Enforcement
- Eliminate 4/10 work schedule



# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



**Headline Performance Measure 14: Insurance Services Office/Building Code Effectiveness Grading Schedule Score** which measures the quality of the County's building codes themselves and performance in enforcing them: Commercial Structural, score within a range of 1 to 10 (1=best)

## Performance Trends

|            | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
|------------|------|------|------|------|------|------|
| Actual     | N/A* | 4    | N/A* |      |      |      |
| Projection |      |      |      | N/A* | N/A* | N/A* |

\*The ISO Evaluation is only performed every five years.

### Factors Contributing to Current Performance

- Inspections/inspector
- Plans review/reviewer
- Checklists for plans review
- Checklists for inspections
- Training

### Factors Restricting Performance Improvement

- Work volume/inspector
- Work volume/reviewer
- New codes implementation
- Training

## Performance Improvement Plan

- Develop a plan for granting the County a 3 or better ISO rating for both residential and commercial categories when reassessment occurs in 2015.
- Electronic plans filing and reviews



# Montgomery County Department of Permitting Services FY2012 Performance and Accountability Report



**Headline Performance Measure 15: Insurance Services Office/Building Code Effectiveness**  
Grading Schedule Score which measures the quality of the County's building codes and performance in enforcing them: One-and-two-family dwellings, score range of 1 to 10 (1=best)

## Performance Trends

|            | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
|------------|------|------|------|------|------|------|
| Actual     | N/A* | 4    | N/A* |      |      |      |
| Projection |      |      |      | N/A* | N/A* | N/A* |

\*The ISO Evaluation is only performed every five years.

### Factors Contributing to Current Performance

- Inspections/inspector
- Plans review/reviewer
- Checklists for plans review
- Checklists for inspections
- Training

### Factors Restricting Performance Improvement

- Work volume/inspector
- Work volume/reviewer
- New codes implementation
- Training

## Performance Improvement Plan

- Develop a plan for granting the County a 3 or better ISO rating for both residential and commercial categories when reassessment occurs in 2015.
- Electronic plans filing and reviews



**Responsive and Sustainable Leadership:**

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

**1) Effective and Productive Use of the Workforce/Resources:**

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- a) *4% decrease in average overtime hours used by all approved positions.  
(Source: Department provides and CountyStat validates)*
- b) *XX% increase/decrease in average Net Annual Work hours worked by all approved positions  
(Source: data/information not available yet)*

**2) Internal Controls and Risk Management:**

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- a) *0% of 5 Audit report recommendations were fully implemented since issuance of the audit report  
(Source: Internal Audit will provide to CountyStat)*
- b) *220% increase in work-related injuries (5 in FY11 to 16 in FY12)*



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### 3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

- a) *List all the key positions/functions in your department that require succession planning (Under Construction)*
- b) *XX% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department) (Under Construction)*

DPS recognizes the importance of continuity of operations. The need for succession planning is highlighted by recent retirement programs to address budget constraints and the fact that approximately 45% of the DPS workforce has more than 20 years with the County. DPS has multiple strategies to plan for workforce changes. These strategies include:

- Establish, document and maintain standard operating procedures for business processes. Documenting business processes is important both for succession and to enable the Department to move to electronic plans submissions and reviews and on-line permit applications. DPS has SOPs for some of its business processes and is updating current procedures for identified business processes.
- DPS conducts regular training of plans reviewers, inspectors and permit technicians to ensure knowledge of current codes, changes to codes and familiarity with technology.
- DPS has filled and is in the process of filling several vacancies and regularly trains new inspectors. The use of Field Supervisors helps with succession planning as it affords hands-on training and development of new and existing inspectors.
- DPS, Building Construction Division actively participates in job fairs at the University of Maryland to help attract potential applicants to DPS.
- DPS has worked with MCGEO and executed a memorandum of understanding identifying established guidelines for training and certification requirements for job classifications and to progress from one level of job classification to the next tier within the job class. These established guidelines ensure that staff has minimum required knowledge base and help incentivize and ensure progression and training within job classes which contributes to stability of business procedures.
- DPS has established regulations and forms that are used in carrying out its business processes which helps ensure proper succession with changes in staffing.
- DPS conducts quarterly training for MC311 staff to ensure that customer service representatives have current information and existing knowledge is reinforced.
- DPS will use knowledge transfer contracts and the pace program where feasible to assist with workforce transition.



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## 4) **Mandatory Employee Training:**

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

*XX% of department's employees have fulfilled mandatory County/State/Federal training requirements  
(Source: Department) (Under Construction)*

## 5) **Workforce Diversity and MFD Procurement:**

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

*Workforce Diversity: refer to or attach summary yearly report prepared by OHR  
(Source: Department provides and CountyStat validates)*

|     | African Amer | Native Amer | White | Asian | Hispanic | Other |
|-----|--------------|-------------|-------|-------|----------|-------|
| DPS | 17%          | 1%          | 65%   | 7%    | 7%       | 4%    |

*MFD Procurement: refer to or attach summary yearly report prepared by DGS  
(Source: Department provides and CountyStat validates) ([Link](#) to report)*

Historically, DPS has undertaken very little outside contracting. It is currently engaged in multiple solicitations.



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### 6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

*Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.*

- DPS upgraded to Hansen 8 which allows for e-permits and electronic payments for launching in FY2013.
- DPS developed and launched several other IT improvements including plan tracking for fire system licensing; plan tracking and permit issuance for the Residential Use & Occupancy program in the DPS Permit System; Hansen programming and notification system to ensure closure/final for residential building permits; Hansen inspections change to accommodate deferred collection of development impact taxes pursuant to Bill 26-11.
- DPS IT developed a streamlined Field Inspection web application with the ability to create/edit/record inspection results in the field for launch in FY13.
- DPS launched a new website which organized all on-line services for easy accessibility including on-line complaints, complaint or permit status checks, permit information, property information search and information requests.
- DPS developed a solicitation for consultants to assist with development of an electronic plans submission strategy for software purchase, development, coordination, launch and implementation.
- DPS moved all inspectors from 2-way radio phone systems to iPhones which has facilitated photo imaging and transfer to managers and home office for uploading as well as use of navigation, Google Earth and other on-line tools for improved inspections and case investigations.
- DPS developed new business process for collection of Development Impact Taxes to implement Bill 26-11.
- DPS developed e-copy for approved plans submittal for right-of-way and sediment control to reduce paper, improve efficiency and reduce costs. This program has resulted in improved coordination between managers and inspectors due to immediate availability of electronic copies of plans (rather than waiting weeks for scanning); the reduced volume of large multi-page plans has resulted in cost savings to permittees and reduced demand for paper. Over time, the Department will realize cost savings as the e-copy plans do not require scanning by the Department. This is a pre-cursor to electronic plans filing and review which will afford improved tracking, concurrent reviews and result in considerable savings due to reduced paper and time savings.
- To achieve better completion and closeout of residential building permits, DPS created a new mandatory 12-month inspection in permit tracking for open residential permits.





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## 7) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

*a) Total \$\$ saved by through collaborations and partnerships with other departments*

*b) List your accomplishments and/or expected results (Source: Department)*

- Launched Streamlining Development Initiative to identify cross-agency process simplification and improvements. To date multiple improvements have been made.
- Amended MOU with Montgomery County Planning Board for continued DPS site plan enforcement.
- DPS, with cooperation and support of DFRS, seamlessly launched transfer of fire safety systems inspections for new construction to DPS resulting in next day inspections. This business process change has resulted in a time savings of up to six weeks for each permittee, an aggregate upfront cost savings for all permittees of approximately \$1,000,000 and improved economic return for businesses and the county as businesses can open and generate revenues more quickly.
- DPS and MNCPPC agreed that MNCPPC no longer requires the Forest Conservation pre-construction meeting prior to issuance of Building Permit which is a time savings of approximately 2 weeks to issue a permit.
- To improve interagency coordination of fast-track projects DPS created a weekly report of DPS expedited/green tape applications which is now provided weekly to DPS Land Development, MNCPPC and WSSC.
- DPS water resources and right-of-way plans reviewers and Site Plan Enforcement staff received training in Project Dox electronic plans review training to begin electronic plans reviews in FY2013 as part of the Development Review process.
- DPS and DHCA began discussions to transfer certain code inspections requirements and to identify areas where each can be cross-authorized to carry out certain inspections to make more efficient use of resources and more effectively enforce community standards. The MOU is expected to be implemented in FY2013.



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## **8) Environmental Stewardship:**

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

*a) 27% decrease in print and mail expenditures (Source: CountyStat)*

*b) 0.2% decrease in paper purchases (measured in total sheets of paper) (Source: CountyStat)*

*c) List your accomplishments and/or expected results (Source: Department)*

- DPS Land Development conducted 23,793 inspections in FY2012 and issued 345 notices of violation and citations.
- DPS Land Development reviewed 1435 sediment control plans and 281 stormwater management and special protection area plans.
- DPS Land Development conducted quarterly sediment control training for permittees to ensure better compliance with environmental protection laws and practices.
- In cooperation with the County Attorney's Office and the Department of Environmental Protection, DPS prepared extensive revisions to Montgomery County Code Chapter 19 to implement significant changes to Maryland Department of the Environment Regulations and to help meet requirements of MS4 permit.
- DPS retained sediment control program delegation.
- DPS participates on the following committees which review existing and new technologies for appropriate stormwater management, water quality and sediment control, including Stormwater Concept Meetings, New Products Committee, Best Management Practices Committee, Quarterly Engineers Meeting, Policy and Design Committee, the SWM in ROW Committee and the Development Review Committees.
- In addition to product development committees, DPS participates in and/or provides staff support to the Rural and Rustic Roads Committee, Forest Conservation Advisory Committee and the Committee on Common Ownership Communities to promote knowledge and proper application of environmental protection laws.
- DPS launched e-copy as described previously which results in ½ reduction of paper for submission of approved plans in connection with permit and approval issuance for right-of-way permits; sediment control permits and stormwater management approvals.
- DPS initiated development of an on-line permit application and on-line payment with the launching of Hansen 8. The first business process set for FY2013 launch.
- DPS developed solicitation for electronic plans submission and review strategy and implementation. Initial solicitation was issued immediately upon commencement of FY2013 and has been pursued thereafter.